



State of California  
**Employment Training Panel**

Training Proposal for:  
**Reinhold Industries, Inc.**

**Agreement Number: ET09-0310**

Panel Meeting of: **October 17, 2008**

ETP Regional Office: **North Hollywood**

Analyst: J. Romero

**PROJECT PROFILE**

Contract  
Type:      Priority/Retrainee

Industry  
Sector(s):      Manufacturing

Counties  
Served:      Los Angeles

Repeat  
Contractor:      ☐ Yes    ☒ No

Union(s):      ☐ Yes    ☒ No

Priority  
Industry:      ☒ Yes    ☐ No

No. Employees in CA:    152

No. Employees Worldwide:    152

Turnover Rate %	Manager/ Supervisor %
14.7%	14%

**FUNDING DETAIL**

Program Costs	Substantial Contribution	Total ETP Funding
\$103,500	\$0	\$103,500

In-Kind Contribution
\$132,416

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Average No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Priority/Retrainee	Continuous Improvement	115	24 - 200	0	\$900	\$17.00
				Weighted Avg: 50			

**Minimum Wage by County:** \$14.02 in Los Angeles County

**Health Benefits:** ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

**Used to meet the Post-Retention Wage?:** ☐ Yes ☒ No

Health benefits are not applicable because the employer is already paying more than the ETP Minimum Wage.

**Other Benefits:** 401K, vacation, long-term disability, short-term disability, life insurance

Wage Range by Occupation	
Occupation Title	Wage Range
Production Staff	
Managers	
Administration Staff	

**INTRODUCTION**

In this proposal, Reinhold Industries, Inc. (Reinhold) seeks funding for retraining as outlined below:

Reinhold is a wholly owned subsidiary of The Jordan Company, L.P., acquired in January 2007. Founded in 1928, originally as Reinhold Engineered Plastics, the purpose of the business was molding components from Bakelite. In the 1940's and 1950's it went into developing fiberglass plastic components for the aircraft industry such as radomes and antenna covers, which eventually paved the way for Reinhold to venture into the field of ablative composites which later became its core business.

Presently located in Santa Fe Springs, Reinhold manufactures composite commercial aircraft seatbacks and produces high-quality ablative (heat resistant) composite components for the rocket-propulsion industry. Some of the company's customers include ATK (Alliant Techsystem), Aerojet, Weber, and BE Aerospace. The company qualifies for ETP funding as a manufacturer facing out-of-state competition, under Title 22, California Code of Regulations (CCR), Section 4416(i)(1).

Reinhold recognizes the pressure of competition in the manufacturing business and aims to overcome these challenges by upgrading its manufacturing methods and processes by training 115 of its full-time employees through ETP funding. The training will provide workers with new skills to maximize production by teaching workers to work differently, using the same number of resources, and accurately use new procedures.

**PROJECT DETAILS**

The company is requesting funding to train 115 employees in the following:

**Continuous Improvement** provided to all trainees is the core of this training proposal with Six Sigma, Kaizen Process, and Lean Production Training being the main components. Classes in these areas will teach production workers, supervisors, and managers the impact of quality and how it statistically reduces waste. It provides leaders and their teams with essential skills to achieve high levels of quality; speed and cost effectiveness; establish goal alignment and business focus; and establish an environment of teamwork, participation, and continuous learning.

**Commitment to Training**

Reinhold represents that ETP funds will not displace the existing financial commitment to training. Indeed, Reinhold anticipates that the opportunity for enhanced training made possible by ETP funds will encourage an ongoing financial commitment in this area.

Although the company does not have a specific budget for workforce development, it incurs annual spending of approximately \$25,000 for upgrading the skills of its employees. Reinhold represents that safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

**Frontline Worker**

The company uses a job classification with "manager" in the title. In fact, based on the nature and scope of the job duties, some of these employees are eligible for overtime compensation. Therefore, they meet the Panel's definition of frontline workers. (Title 22, CCR, Section 4400(ee).) With this in mind, no more than 14% of the trainee populations are supervisors or managers.

**RECOMMENDATION**

For the reasons set forth above, staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

The company retained The IM Group in Fairfield, Connecticut to assist with development of this proposal for a flat fee of \$5000.

**ADMINISTRATIVE SERVICES**

To Be Determined

## **Exhibit B: Menu Curriculum**

### **Class/Lab Hours**

(24-200) Trainees will receive any of the following:

### **LEAN - CONTINUOUS IMPROVEMENT**

-  Kaizen Process
-  Lean Sigma Process Improvement
-  Lean Sigma Value Chain
-  Six Sigma
-  Lean Skills Development
-  Supply Chain Management
-  Point Kaizen
-  Lean Training
-  Team Building
-  Root Cause Analysis
-  Conflict Resolution
-  Communication Skills
-  Leadership in Lean
-  Reinhold Quality Improvement